

# Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Foley III, Sylvester Robert

Position: Supervisory Human Resources Specialist, GS-0201-14

Organization: CPAA

Main Appraiser: Gannon, Maureen

Date Developed: 14-NOV-2016

Date Issued: 15-NOV-2016

## Critical Element: LEADING CHANGE(8%)

**Description:** Creativity and Innovation - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

Resilience - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Strategic Thinking - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Vision - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
GSA Goals, GSA Human Capital Strategic Plan, CPO Long Term Outcome Goal, CPO Human Capital Strategic Plan, CPO Annual Performance Plan	Quality of Contributions, Quantity of Effort, Timeliness of Action	Level of frequency of participation in & contribution to CPO initiatives & activities to "flip the triangles." (i.e. transform CPO from a transaction-focused to strategic-focused organization) (100%)	Partially implements process improvements as designed. Executes on some goals and priorities as outlined to comply with strategic direction.	Implements process improvements as designed. Implements goals and priorities for implementing the strategy and vision. Promulgates the CPO operating principles.	Identifies and champions process improvements and solutions that impact the enterprise and further CPO/GSA vision and goals. Formulates short and long term goals, sets priorities and establishes strategies for implementing vision. Identifies and promotes new ideas and adapts to and influences changing work situations and priorities. Shapes the organizational culture by promulgating the CPO operating principles.	Identifies and initiates new/innovative approaches to achieving business results. Drives key aspects of GSA's and CPO's business and cultural transition towards operational excellence.	Institutionalizes and integrates key aspects of the GSA's and CPO's operational and cultural transition towards operational excellence.	Feedback from superiors, colleagues, customers & subordinates; level & frequency of involvement in team efforts; supervisor's observation.

## Critical Element: LEADING PEOPLE(8%)

**Description:** Integrity/Honesty - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

Leveraging Diversity - Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity (revised).

Performance plans and IDPs for eligible employees are approved by 11/13/15.  
Support implementation of engagement action plans.

This worksheet is only intended to assist you in completing the OFFICIAL Associate Performance Plan and Appraisal documents as identified by GSA Order **CPO P 9430.1**

## Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Foley III, Sylvester Robert

Position: Supervisory Human Resources Specialist, GS-0201-14

Organization: CCAA

Main Appraiser: Gannon, Maureen

Date Developed: 09-NOV-2016

Date Issued:

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
PMA Scorecard, GSA Goals, GSA Values, GSA Human Capital Strategic Plan	Quality of Engagement, Quantity of Effort, Timeliness of Action	Development and Implementation of Q12 action plan (100%)	Implements diversity policies and provides minimal support to recruiting, developing and retaining a diverse workforce.	Complies with minimum HR and EEO regulatory requirements. Intermittently promotes teamwork, acceptance and productivity.	Builds a results-oriented culture that encourages feedback, teamwork, collaboration, and appropriate risk-taking in a manner that fosters organizational effectiveness. Fosters performance excellence through alignment of efforts with the CPO vision, mission, and goals. Motivates people towards achievement and development by encouraging staff to work outside of their standard range. Fosters high performance and takes corrective action.	Initiates and sustains action to accomplish the organizational program goals by guiding, challenging, and motivating others and gaining the confidence and active support of subordinates peers and multiple internal and external customers and stakeholders.	Empowers staff and achieves voluntary commitment to shared values and goals, and adapts leadership style to different situations. Is a recognized leadership role model among staff and peers (e.g., represents the ideal leader in CPO).	Feedback from superiors, colleagues & subordinates; quality of mgmt documentation; timeliness of response to mgmt action due dates; supervisor's observation

### Critical Element: RESULTS DRIVEN(8%)

**Description:** Customer Service - Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the needs of clients; achieves quality end products; is committed to continuous improvement of services.

Decisiveness - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Ensure all team members update applicable workload trackers as required.

Support a talent pipeline & the agency's target of increasing % of employees at the GS-11 and below by actively promoting appointing authorities that target entry-level positions (non-competitive hiring authorities, Pathways appointments, etc.)

Percent of actions meeting SLA targets in Staffing excluding delays outside of HR's control (Target 80%)

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
GSA Goals, CPO Guiding Principles, CPO Human Capital Strategic Plan, CPO Annual Perf Plan	Customer Satisfaction	Applicable measures & targets in CPO Performance Plan (100%)	Provides intermittently accurate, legally sound and timely products and services results. Delivers some programs, projects and initiatives with limited risk management. Makes business decisions that are sometimes misaligned with the vision or goals.	Provides minimal quality products and services to colleagues and customers. Delivers most programs, projects and initiative as required. Participates in collaborative decision-making with other leaders as needed.	Provides consistent, high-quality (accurate, legally sound, and timely) products and services and positions the organization for future success. Delivers on programs, projects and initiatives within budget on time and communicates to all stakeholders when targets are at risk. •Makes sound, timely and well-informed business decisions that support the overall mission, vision, and goals of the organization; works collaboratively with other leaders to ensure decisions are timely and sound.	Positions the organization for future success across the enterprise through program integration to enhance the customer experience and promote organizational value. Actively collaborates to maximize results through the creation of connection points with other business lines within the organization. •Exercises seasoned judgment in decision Making /information sharing and takes calculated risks to get measurable results and communicates decisions to stakeholders.	Understands the customer's business needs within the context of the direction of the Agency and the Federal Government and delivers solutions that ensure alignment and provides the products and services to integrate, champion and achieve the desired outcome. Delivers exceptional results on a consistent basis. Provides exceptional customer experience.	Customer feedback; timeliness of response; level of participation with customers; supervisor's observation

This worksheet is only intended to assist you in completing the OFFICIAL Associate Performance Plan and Appraisal documents as identified by GSA Order **CPO P 9430.1**

## Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Foley III, Sylvester Robert

Position: Supervisory Human Resources Specialist, GS-0201-14

Organization: CPAA

Main Appraiser: Gannon, Maureen

Date Developed: 09-NOV-2016

Date Issued:

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
					•Analyzes problems and brings technical expertise to bear on program delivery.	•Calculates risks relative to process improvements that enhance products and services to position the organization for future success.		

### Critical Element: BUSINESS ACUMEN(8%)

**Description:** Financial Management - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Human Resources Management - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

Technology Management - Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
IT Capital Plan, GSA Directives, Laws/Regs, Approved CPO Budget	Quantity & Timeliness of Results Achieved, Cost effectiveness, Return-on-investment	Planned vs. Actual Obligations, Filled Positions, Unit Cost, Income vs. Expense (bottom line) (100%)	Is aware of some key issues affecting the organization, including financial, human capital and technological factors, and sometimes uses the information to make program decisions.	Stays informed about most key issues affecting the organization, including financial, human capital and technological factors, and uses the information to make program decisions. Demonstrates a workable knowledge of CPO and GSA business operations.	Applies understanding of GSA's business operations and CPO's overall resource posture to collaboratively formulate, execute, and monitor budget. Effectively recruits, selects, develops, evaluates, recognizes, and takes corrective action to ensure a high performing workforce. Demonstrates understanding of contracts to effectively deliver programs. Assesses impact of changes on financial, human capital, and technology conditions and takes actions to address risks, consequences, and potential trade-offs to achieve goals/ customer requirements within financial constraints. Demonstrates a keen awareness of what is happening in government and industry and quickly responds in a way that achieves positive results for the organization. Understands available IT tools and uses this technology to	Leverages all resources to maximize efficiency and produce high quality results. Provides continual feedback on the improvement of IT tools and identifies new tools that could improve unit's service delivery and/or reduce costs.	Implements new processes, policies, procedures and/or systems across the enterprise that improves customer satisfaction with consistent and/or repeatable indicators of positive ROI and technical quality.	Actual \$ & FTE resources use vs. budget plan; adherence to guidance & mgmt controls; supervisor's observation, feedback from financial and acquisition professionals

This worksheet is only intended to assist you in completing the OFFICIAL Associate Performance Plan and Appraisal documents as identified by GSA Order **CPO P 9430.1**

## Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Foley III, Sylvester Robert

Position: Supervisory Human Resources Specialist, GS-0201-14

Organization: CPAА

Main Appraiser: Gannon, Maureen

Date Developed: 09-NOV-2016

Date Issued:

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
					support program and individual performance while protecting the security and integrity of privacy data.			

### Critical Element: BUILDING COALITIONS/COMMUNICATION(8%)

**Description:** Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

Political Savvy - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates ¿win-win¿ situations.

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
GSA Goals, GSA Human Capital Strategic Plan, CPO Long Term Outcome Goal, CPO Guiding Principles, CPO Performance Plan, Federal eGov Strategy (including HR LoB)	Quality of communication, quantity of effort, timeliness of action and/or response	None (100%)	Participates with stakeholders •as directed to make decisions. Sometimes maintains tactical/as-needed relationships with stakeholders necessary to achieve business results. Demonstrates intermittent success at building effective collaborative behaviors to build consensus or gain cooperation in the achievement of shared goals/result.	Usually identifies appropriate stakeholders for required business decisions. Usually establishes relationships and gains cooperation on a tactical/as-needed basis to meet business needs. Usually considers the political environment and stakeholder alignment in decision making to achieve desired results.	Routinely builds and strengthens relationships and alliances with other leaders internal and external to the enterprise as a foundation for achieving results. Understands the political environment and leverages the relationships between individuals and organizations to ensure decisions and actions are aligned with GSA Vision, Mission and Goals. Facilitates good and timely decision-making by building consensus and gaining cooperation from others to achieve results.	Maintains and expands relationships and alliances with internal and external leaders and finds common ground to address competing interests to achieve results. Anticipates changes in trends, initiatives, and the socio-economic and political environments and positions the organization to adapt, react, and mitigate impact of those changes and to use those changes to move the agency forward. Positions the organization and leverages the relationships between individuals and organizations to ensure decisions and actions are aligned with GSA Vision, Mission and Goals.	Leverages relationships and alliances internally and externally to build coalitions critical to the development of solutions that align with and advance program and GSA goals and mission. Forges relationships, previously contentious or hostile to facilitate good and timely decision-making. Demonstrates exceptional awareness of customer and integration of GSA's overall strategic goals.	Superiors, colleagues & customers; quality of written and oral communication; timeliness of response to others; supervisor's observation

### Critical Element: CUSTOMER RELATIONS(20%)

**Description:** (A) Customer Care and Intimacy; (B) Customer Outreach/ touch-points; (C) Customer Feedback - 365 days and 360 degree Customer & Employee; (D) Quality and Timeliness of Service – Performance progression from 'Reliable Provider' to 'Trusted Advisor' to (Gives Advice/Low Ownership) 'Collaborative/Valued Partner' (Shares Ownership/ 'At the Table'); (E) Awareness of Customer Business - Know your customer's business; and (F) Ensures Customers Results – in collaboration with Human Resources Officer.

Specific Measure:

1. Actively listens and ensures that customer/employee perspectives are heard and considered in support of GSA mission requirements
2. Provides advice and assistance in the management and administration of HR programs to customers (e.g., Regional Administrators, Regional Commissioners, Heads of Staff and Services Offices, their

This worksheet is only intended to assist you in completing the OFFICIAL Associate Performance Plan and Appraisal documents as identified by GSA Order **CPO P 9430.1**

## Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Foley III, Sylvester Robert

Position: Supervisory Human Resources Specialist, GS-0201-14

Organization: CPAA

Main Appraiser: Gannon, Maureen

Date Developed: 09-NOV-2016

Date Issued:

staffs, and other senior leaders).

3. Maintains an environmental awareness of internal and external influences that impacts GSA business.

4. Makes recommendations based on internal/external changes in business needs/requirements that may indicate the need for the development or elimination of GSA policy and or programs related to the GSA's Human Resources Program.

5. Identifies and implements processing and procedural improvements for GSA's Human Resources Program.

6. Responds to customer and stakeholder needs and requirements consistent with service agreements.

7. Ensures all Center personnel routinely updates applicable workload trackers.

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
OCPO Perf Plan, CPO 2012 Priority Activities/programs, SES plan, Placemats, Human	Customer Satisfaction, Timeliness, Quality, Cost Effectiveness	See details (100%)	Demonstrates awareness of customer's basic business model. Sometimes reacts to customer needs and delivers to customer expectations.	Shares expertise with others about the customer's business. Usually reacts to customer needs and delivers to customer expectations.	Demonstrates understanding of the customer's business model and actively shares expertise with others about customer dynamics. Shares expertise with customers about HR topics. Routinely and proactively develops solutions that support the customer's business objectives. Supports customer from initial contact through resolution/results (i.e., owns the handoffs).	Provides expertise with customers about the current and future implications of HR business decisions. Consistently influences customer's business operations. Anticipates and validates customers requirements and structures delivery to improve customer's ability to achieve timely business outcomes. Ensures customer receives seamless support from across CPO from initial contact through resolution/results.	Actively and routinely engages with customers as a valued partner and contributes to customers strategic direction and decisions. Sought out for recognized expertise in achieving customer business outcomes (i.e., the "go to person"). Serves as a role model for superior customer service within CPO.	Cust feedback, surveys, supv observation, feedback from customers, oversight orgs (IG, OCIO, OCFO), Actual performance in relation to measures & targets, SES, Customer/stakeholder team (made up of Services, Staff Offices)

### Critical Element: Oversees day-to-day operations and HR subordinates(20%)

**Description:** Involves the ability to oversee the HR subordinates in and toward regional and national goals and objectives in collaboration with the Human Resources Officer.

Specific Measures:

1. Building organization capacity as necessary to achieve CPO-HRO operations and staff goals.

2. Mentor and assist in staff skills training and development to support CPO-HRO operations and staff goals.

3. Succession planning to achieve and maintain a CPO-HRO world-class workforce.

4. Develop and execution of APPAS/APRS- tactical measures, standards, IDPs, recognition, and performance improvement.

5. Percent of year-end SLA targets in functional area delays occur outside of HR's control (Target 60%)

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
PD, GSA/CPO strategic goals: Maintaining a worldclass workforce and a worldclass workplace.	Quality, Cost Effectiveness, & Timeliness	See description (100%)	Does not meet performance expectations as defined in Level 3. Sometimes communicates goals, objectives and priorities to subordinates. Rarely monitors work progress and addresses issues.	Partially meets performance expectations as defined in Level 3. Usually communicates goals, objectives and priorities to subordinates. Usually monitors work progress and addresses issues.	Communicates goals, objectives, and priorities to subordinates. Empower employees, delegate authority and monitor work progress. Effectively identifies and addresses work timeliness and quality issues. Fosters cooperation and team approaches by assisting and encouraging subordinates to meet organizational goals and resolve problems. Demonstrates sensitivity to the	In addition to expectations in Level 3, is proactive in assessing and planning human resource needs and communicating them to subordinates as they relate to current and future goals and objectives. Provides guidance through coaching and mentoring subordinates to ensure successful program implementation and execution. Meets with subordinates on a quarterly basis to discuss	In addition to Level 4. Strongly promotes self-development, cross-training, recommending and implementing business process re-engineering initiatives. Consistently analyzes progress of subordinates to ensure they have the skills and capacity for the future. Meet with subordinates and encourages feedback to plan for skills and capacity for the future.	Supervisory review and observations, Client feedback, Work products, HR/CPO Employee Feedback and Staff meetings /teleconferences, webinars, etc.

This worksheet is only intended to assist you in completing the OFFICIAL Associate Performance Plan and Appraisal documents as identified by GSA Order **CPO P 9430.1**

## Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Foley III, Sylvester Robert

Position: Supervisory Human Resources Specialist, GS-0201-14

Organization: CPGA

Main Appraiser: Gannon, Maureen

Date Developed: 09-NOV-2016

Date Issued:

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
					needs, strengths or weaknesses of subordinates to ensure a strong commitment to fair treatment. Provides evaluative feedback to subordinates on the accomplishments of organizational objectives and challenges them to strive for excellence and quality work. Recognize and award both individual and team performance (Pay for Performance). Correct/improve poor performance through appropriate application of performance improvement plans and/or training.	expectations and progress. Evaluates and addresses subordinates needs, strengths or weaknesses and takes steps make changes or improvements. Subordinates are kept informed of changes to client demands, changes in HR policy, CPO Operating Model and changes in technology to ensure quality client service and accomplishment of organizational objectives. Uses various initiatives and ideas to recognize and award individual and team performance. Monitors and recognizes performance deficiencies and is proactive to correct performance through training, mentoring/coaching to minimize the need for formal action.	Anticipates the need to network with internal/external professional groups or organizations and/or other Regions, CPO, Central Office program leaders in order to stay abreast latest HR initiatives or best practices. Subordinates anticipate needs of the customers and take appropriate proactive steps to ensure prompt, accurate action. Subordinates serve on National CPO workgroups to improve services or program delivery to our customers. Recognition and awarding is very forward thinking for individuals and team performance. Anticipates and plans effective strategies to monitor performance and proactively encourages subordinates to recognize performance deficiencies and work together to address them and eliminate the need for corrective or improvement actions.	

### Critical Element: Creating the Future (Innovation)(20%)

**Description:** Navigates innovation for achieving alignment to enhance CPO values, operating model, and programs in collaboration with the Human Resources Officer.

Specific Measure:

1. Supports GSA initiatives affecting CPO policy and program areas in support of advancing GSA strategic business initiatives.
2. Maintains an environmental awareness and takes appropriate action regarding changes in internal business trends and changes as well as external changes that may indicate the need for the development or elimination processes, procedures, policy and or programs in support of GSA's ability to effectively deliver its mission related to GSA's Human Resources Program.
3. Serves as a team member on a least one National level CPO initiative or region-wide initiative.
4. Participates in reinvigorating all Communities of Practice (employee relations/labor relations/staffing) that will provide more effective identification of issues and priorities for both CP and CH, resulting in better usage of resources.

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
OCPO 2012 Performance Planning Framework, SES Placemats, Human Capital Goal # 1, 6, 5, 7; CH plan	Quality, Timeliness, Cost Effectiveness	See description (100%)	Does not often collaborate in real time with leaders throughout CPO or the agency. Infrequently expands scopes of responsibility beyond respective office to move key initiatives forward. Seldom formulates effective strategies	Occasionally models collaborative leadership through team management. At times, collaborates in real time with GSA leaders throughout the agency. On occasion, expands scopes of responsibility beyond	Increases subordinates' awareness of task importance and value. Gets subordinates to focus first on team or organizational goals, rather than their own interests or work. Models collaborative leadership	Persistent in modeling collaborative leadership through team management. Regularly collaborates in real time with GSA leaders throughout the agency. Regularly expands scopes of responsibility beyond	Develops and uses new methods for the following: modeling collaborative leadership through team management; collaborating in real time with GSA leaders throughout the agency; and, expanding scopes of	Feedback from superiors, colleagues, subordinates and customers, supervisor's observation

This worksheet is only intended to assist you in completing the OFFICIAL Associate Performance Plan and Appraisal documents as identified by GSA Order **CPO P 9430.1**

## Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Foley III, Sylvester Robert

Position: Supervisory Human Resources Specialist, GS-0201-14

Organization: CPAA

Main Appraiser: Gannon, Maureen

Date Developed: 09-NOV-2016

Date Issued:

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
			consistent with the business and competitive strategy of the organization in competitive human capital and technology environment. Irregularly examines policy issues and strategic planning with a long-term perspective. Rarely determines objectives and sets priorities; hardly ever anticipates potential threats or opportunities.	respective office. Occasionally formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. At times, examines policy issues and strategic planning with a long-term perspective. On occasion, determines objectives and sets priorities; anticipates potential threats or opportunities.	through team management. Collaborates in real time with GSA leaders throughout the agency. Expands scopes of responsibility beyond respective office. Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.	respective office. Regularly exceeds the formulation of effective strategies consistent with the business and competitive strategy of the organization in a competitive human capital and technology environment. Regularly examines and seeks to update policy issues and strategic planning with a long-term perspective. Repeatedly determines objectives and resets priorities; anticipates potential threats or opportunities.	responsibility beyond respective office. Collaboration is seen as innovative on significant matters. Consistently exceeds the formulation of effective strategies consistent with the business and competitive strategy of the organization in a competitive human capital and technology environment. Participates in effecting policy change and strategic planning with a long-term perspective. On a consistent basis, determines objectives and sets priorities; anticipates potential threats or opportunities.	